Outreach Guide

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I. Overview

It's About How You LIVE — At Work Outreach Guide is designed to help your hospice and/or coalition reach out to local businesses. Specifically, the Outreach Guide provides:

- Specific strategies to engage employers and employees with end-of-life issues
- Successful models of innovative workplace outreach efforts from hospices and coalitions
- Practical resources to develop your own workplace outreach initiative.

We suggest that you use the It’s About How You LIVE –At Work resources listed below to supplement the activities suggested in the Outreach Guide. If you would like assistance with any of our It’s About How You LIVE- At Work resources, please contact Caring Connections at 800-658-8898 or email liveatwork@nhpco.org.

Why address end-of-life issues in the workplace?

Workplace settings can offer your hospice or end-of-life coalition a naturally occurring community in which to engage people of all ages with end-of-life issues such as caregiving, serious illness, grief and advance care planning. These issues commonly affect employees, their co-workers and the bottom line, yet most employers do not realize the significant impact they can have on workplace productivity and profitability.

There are significant financial costs related to end-of-life issues that affect the workplace. These costs will continue to increase as the Baby Boom generation ages. Here are some relevant facts about the financial implications involving these issues:

- 44 million Americans, or approximately 16% of the population, are now providing unpaid care to an adult relative or friend. (AARP/NAC, 2004)
- U.S. business loses from $17.1 billion to $33.6 billion per year in productivity for full time employees with caregiving responsibilities. (MetLife/NAC, 2006)
- The annual cost of grief in the workplace is estimated to be $75.1 billion. The cost of grief is defined as the combined costs of death of a loved one, divorce, family crisis, financial loss, death (extended family, colleagues, friends), major lifestyle alterations, pet loss, and other losses. (Grief Recovery Institute, 2003)
- Nearly 60% of those caring for someone 50 or older are working. 48% are full-time employees and 11% work part-time. (MetLife/NAC, 2006; AARP/NAC, 2004)
- 29% of employed caregivers report needing help balancing their work and family responsibilities. (AARP/NAC, 2004)
- According to the Society for Human Resources Management, absenteeism is the most frequently reported eldercare issue. (SHRM, 2003)
- The costs of “presenteeism,” defined as the impact of a health condition on work performance, are now considered the largest component of employer costs for chronic health conditions, even larger than for direct medical costs. (American Journal of Managed Care, 2006).

Your hospice or coalition can raise awareness about end-of-life issues among employers plus provide valuable services, educational programs and other resources to help them better assist and support their employees. By developing and cultivating ongoing relationships with organizations in your community, more people will ultimately access your services and find the important information they need for themselves or their loved ones.
It’s About How You LIVE- At Work Resources
To address end-of-life issues in workplace settings, Caring Connections, a program of the National Hospice and Palliative Care Organization, developed the following It’s About How You LIVE- At Work resources which are available for your hospice or coalition to distribute to employers in your community:

It’s About How You LIVE — At Work: An Employer’s Guide to Work-Life Programs and Policies (Employer’s Guide) - A practical and comprehensive resource for organizations of all sizes looking to improve policies and employee support related to family caregiving, serious illness, grief and advance care planning.

Educational brochures that address end-of-life issues in the workplace:
• Supporting Someone Who is Grieving
• Grief in the Workplace: When a Co-Worker Dies
• Grief in the Workplace: When an Employee Dies
• A Guide for Working Caregivers
• A Guide for Managers
• When a Co-Worker Suffers a Loss
• Helping Employees Cope After A Critical Incident

See Section V in the Outreach Guide for more information about these resources and others.
II. Strategies to Engage Employers

This section features specific strategies to launch your workplace outreach efforts, including:

A. Getting started
B. Reaching out to employers
C. Tips for making cold calls
D. The initial meeting

A. Getting Started

*Develop a plan of action*

It can be daunting to begin a new workplace outreach initiative. “Where do I start?” is a common question. As with launching any new project, take the time to strategically plan your outreach to workplace settings. Set up and work with a small committee in your hospice or coalition to develop a plan of action.

*Establish a list of services and a fee structure*

Review your existing outreach activities to decide which ones that you already have in place can be easily tweaked to offer to workplace settings. Then determine a fee structure for the services you can offer.

The fees you set for services should take into account skills, intellectual property and staff time required to provide the service as well as any travel, materials and administrative costs. When determining fees for materials be sure to calculate the costs of content development, design, initial print costs and reproduction of materials.

*Make a “Top 10” list of employers to contact*

Before you make random calls to employers, conduct an employer inventory of workplace settings for your outreach. Using the Employer Inventory Worksheet (located in the Appendix) make a “Top 10” list of employers to initially contact. See suggestions below.

**Focus on “low hanging fruit” (existing relationships)**

One strategy is to begin your efforts with organizations that your hospice or coalition already has a relationship with and ones that might be most receptive to these issues — these are the so-called “low-hanging fruit.” Using the Employer Inventory Worksheet write down organizations who:

- Have been represented on your board of directors.
- Have made financial or in-kind donations to your hospice or coalition in the past.
- Have employees that have volunteered with your hospice or coalition through their organization’s community service program.
- Have progressive, family-friendly employee policies or work-life programs in place.

◊ Local chambers of commerce or local Society for Human Resource Managers (SHRM) chapters can identify employers who have received recognition for their “work-life” programs. (Find your local SHRM chapter at www.shrm.org/chapters.)
◊ Large United Way donors who match employee contributions are considered good “corporate citizens.”

*The “Top 10” employers identified from your Employer Inventory Worksheet will be the ones you will want to approach first for your workplace outreach.*
Identify one BHAG organization to target
Your workplace outreach program may be just the right carrot to attract a large or influential new partner to work with you. Identify at least one potential new partner that would represent a new market or influential constituency and set this as your BHAG (Big Hairy Audacious Goal). Brainstorm some creative ways to gain the attention of decision makers at this organization and spend a little of your time trying to reach this goal. At the same time, be realistic about your limited time and resources, remembering to pay attention to the low hanging fruit.

Set goals for success
As you plan your outreach activities for workplace settings, set realistic goals to guide your efforts and keep your plans on track.

Sample Goals:
- Workplace outreach planning committee will meet twice a month on Tuesdays 3-4 pm in the staff conference room.
- Each committee member will contact 2 employers (from Employer Inventory Worksheet) by [date] to arrange an initial meeting about the workplace outreach initiative.
- Lunch and Learn programs will be given to employees at 10 organizations by [date].

B. Reaching Out to Employers

Seek variety
As you get more involved with your workplace outreach, make sure you approach a variety of organizations—large and small, corporate and non-profit, social service and health-oriented organizations—in order to have a stronger community-wide impact.

Be visible
Get involved with and join local civic and service organizations such as the Rotary Club, Chamber of Commerce and local human resources associations. These organizations are composed of community-oriented professionals. Giving a presentation to one of these groups may lead to requests for future programs and services at individual companies. Also, women’s organizations such as the Junior League or The League of Women Voters can be beneficial, since they are composed of both professionals and committed volunteers with good business contacts.

Cast the net wider
While you or your team may only be able to do a limited number of presentations or visits, it is important to promote your activities to a wider circle. Other employers to consider targeting your workplace outreach are:
- Manufacturing companies – This can offer a unique market for your community outreach since they usually employ a large number of people and often sponsor health promotion programs. An occupational nurse may be on staff and is usually the person responsible for coordinating employee health programs.
- Companies recommended by local business journalists - They may be helpful in identifying companies that would be interested in end-of-life issues.
Contact employers directly
When you are ready to contact an employer about your workplace outreach initiative, determine the best method of contact. If you have a relationship with someone within the organization, determine if they would respond best to an e-mail or phone call. If you do not know the person, and especially if you are not familiar with the organization, you should contact the identified person via phone. A phone call can more easily generate a personal relationship.

In addition to making personal connections, you may also want to send a letter to a larger number of organizations to cast a wider net. A simple letter sent to the 50 largest employers explaining your program can yield positive results and raise the visibility of your efforts. See the sample letter for employers included in the Appendix.

C. Tips for Making Cold Calls

Who do you speak to?
Refer to your Employer Inventory Worksheet (located in the Appendix) and contact the person within the organization who has been identified. If there is someone else within the organization that you or a member of your hospice or coalition has a personal relationship with, then you may want to initially contact that person. Depending on the strength of the relationship you might ask your colleague to call their contact to discuss the workplace initiative. Or have your colleague follow up with their contact once you have started the dialogue.

The size of the organization may dictate who you approach when making your initial phone contact. For example, with a small organization, it might be best to contact the owner, or with a medium to large size organization it may be best to contact the human resources manager or someone in upper management. If you are calling without any point of reference, then ask the receptionist at the organization for the appropriate contact person.

What do you say?
Initially, your “pitch” should be brief and to the point. Make sure that the person you are speaking to knows that your goals are to help their employees make informed choices about future healthcare decisions (or whatever topic you choose), not to engage employees in fundraising or volunteer efforts. When discussing hospice and end-of-life issues, emphasize living and quality of life, and de-emphasize the more common image of death and dying.

Be able to explain the following:
• Your organization and its goals.
• How your services can provide value to their business.
• Specific services you can offer to help employees who are healthy (e.g., advance care planning, education and grief counseling services).
• What you are giving the employer in exchange for the time you are being given (e.g., training for managers, resources for employees caring for loved ones who are seriously ill or support for grieving employees).

If there is time, get more information about the employer’s needs and ask:
• How many employees currently are caring for a family member or friend? Grieving? Living with a serious illness?
How does the employer help and support employees caring for family members who are seriously ill?
How does the employer support employees when a co-worker is dealing with a serious illness?
What grief support does the employer promote to employees when a co-worker dies?
How many of their employees have an advance directive in place?

When you are making the call and arranging your meeting, be sure to:
- Establish and cultivate the relationship with the contact as best as you can.
- Discuss the concrete benefits you can offer to their organization in business terms — increase productivity, improve morale, increase retention, decreased healthcare costs, etc.
- Emphasize the no or low cost nature of what you are offering.
- Offer to conduct a free Lunch and Learn presentation about your services or a specific end-of-life topic for key decision makers in the organization. If they aren’t ready for this step, ask if you can send them some free brochures.
- Be flexible; initially the organization may decline or decide to start with only one aspect of your offerings.
- Establish next steps if they are interested in learning more or going forward with an aspect of the program.

Sample script for “cold call” to a business

[Caller] “Hi.  I’m ___[name]___ with ___[name of your organization]___.  Our organization has a program to offer employees at your organization and I would like to speak to the person in charge of your employee work-life programs.

(Once you speak to the right contact person).
[Caller] “Hello, I’m ___[name]___ with ___[name of your organization]___.  Our organization is offering a program called It’s About How You LIVE- At Work that can help you support your managers and employees who are coping with family caregiving, serious illness, grief or advance care planning issues.

[Contact person] “Tell me more.”

[Caller] “Let me ask you if you have employees who are working full time and taking care of family members who are ill? Or, who have experienced the death of a loved one in the past year? Or, who are seriously ill? Do your employees know about advance directives and the importance of making future health care decisions?”

(After response from contact person).
[Caller] “You would be amazed at the far-reaching effects these issues can have on employee morale, productivity and your bottom-line. If you are interested, I would like to schedule a meeting with you to talk more about these issues, and the services and programs our [hospice or coalition] can provide your managers and employees. Most people think that we offer programs and services only around death and dying, but our [hospice or coalition] does much more for healthy individuals and for the community. One example is that we provide free consultation to help people learn more about how to complete advance directives - living wills and healthcare power of attorney documents for anyone 18 years or older [or add your own example].”

[Contact Person] “I didn’t know that! Let’s set up a time to meet/talk next week.”
Or if the contact person is not interested, respond with:
“Thank you for your time. If you would like, I can send you a sample of educational brochures that address some of the issues we are talking about and an outline of our services in case you need assistance in the future.”
D. The Initial Meeting

Craft your message
Before your meeting, decide what information you want to share with this specific employer based on the initial contact and the best means of communicating that message. Review the ‘Buy-In’ PowerPoint presentation provided in the Appendix and tailor it to focus on your specific programs and services. Remember, the ultimate outcome that you want to achieve is to establish a relationship with the employer. Even if the employer decides not to work with you initially, it is important to leave a positive impression so they will feel comfortable contacting you in the future if a need arises.

Assess employer’s experience and needs
During your meeting, ask about the impact of end-of-life issues in their workplace, i.e. if anyone has experienced the death of a work colleague or been a working caregiver. To help the employer identify the needs of their employees, refer to the employer and employee survey templates that are available in the Employer’s Guide. Suggest to the employer that they do an internal survey with their managers and employees and that you will develop programs and services to address their specific needs.

Make a strong business case
Give a copy of the It’s About How You LIVE — At Work Fact Sheet (located in the Appendix) to the person you are meeting with. Emphasize how the programs and services you offer can have a long term positive impact on the organization’s bottom line.

If appropriate, refer to the workplace productivity calculator at: www.eldercarecalculator.org. This is a free resource that employers can calculate how much caregiving costs their business in lost productivity each year. More information about the workplace productivity calculator is available in the Employer’s Guide.

Showcase your expertise and resources
Once you establish the need for employers to think about end-of-life issues, be sure to showcase how your organization can provide specific resources to the business. Provide a bulleted list of tangible services you can offer them. If you are charging for the services, include that in the information up front.

Below is a list of resources available to help you with your initial meeting:
• “Buy-in” PowerPoint Presentation – The Value of Doing the Right Thing
• It’s About How You LIVE — At Work Fact Sheet – located in the Appendix
• Sample of Caring Connections brochures – see listing in Section V
In 2005, Hospice & Palliative CareCenter (HPCC) of Winston Salem, North Carolina hired a Community Liaison, Tina Stearns, to exclusively do outreach to employers and the business community. Tina has an extensive background in corporate sales and understands the corporate mindset.

She began by interviewing a large number of HPCC employees about what they would like to communicate to the business community about their jobs and HPCC. With information gathered through the interviews, Tina created a presentation to take to the business community to raise awareness about the scope of HPCC’s services.

Tina systematically identified the organizations and businesses that would be the most receptive to educating their employees about end-of-life issues and working with HPCC. She began by contacting companies that had a representative on the HPCC Board of Directors. Next, she approached companies that had donated to HPCC’s capital campaigns as a way to cultivate those relationships and because they would likely be familiar with the work HPCC does. Tina also approached companies in the region with a reputation for “progressive” workplace policies for employees. She identified these companies through a local committee, sponsored in part by the Chamber of Commerce, which gives an annual “Work-Life Award” to recognize employers in the area with family-friendly benefits such as employee assistance, child care, elder care and flexible work schedules. In addition to companies, Tina approached service organizations such as Rotary, Civitans and the Junior League to gain referrals to companies.

When possible, Tina contacts the human resources managers to inquire about presenting at employee staff meetings or conduct Lunch and Learn programs. She finds that typically phone calls are the most efficient way to make an appointment—better than e-mail, letters or a “cold call” visit.

During the initial phone call, Tina explains her role with HPCC and her desire to share a PowerPoint presentation with the organization’s staff. She finds that highlighting HPCC’s free services during this conversation, such as assisting employees with the completion of advance directive forms, is attractive to employers because it offers them something tangible in exchange for the time that they are giving her.

Tina uses the initial phone conversation to schedule a one-on-one meeting with her contact person. At that meeting, she reviews a PowerPoint presentation and answers any questions they may have. After seeing the presentation, her contact person determines the best way to share it with their staff. This gives Tina the opportunity to build a one-on-one relationship with this key contact.

After the contact person agrees to set up a date for a presentation, Tina always tries to schedule a meeting with enough time to “tag team” with her co-workers who assist people with the advance care directives. A meeting of 45 minutes to 1 hour is ideal in order to give her time to do her 20-minute presentation, and then her co-workers have 20 minutes to discuss the living will and healthcare power of attorney documents. It is important to always allow time for questions at the end of the meeting. As the meeting draws to a close, she offers to schedule a day for on-site consults with employees about advance care planning, including having a notary available to notarize advance care directives for employees (which is required in North Carolina).

At the end of the meeting, Tina lets attendees know that any organization interested in learning more about this issue can contact her, including faith communities, social clubs and schools. After every presentation, she mails a handwritten thank-you card to her contact person.

For more information, go to www.hospicecarecenter.org. Many thanks to the Hospice and Palliative CareCenter (HPCC) of Winston-Salem, NC, who contributed many of the valuable tips in this section.
III. Programs for Employees

Once you’ve begun your outreach to workplace settings, you will want to use a different set of strategies to engage employees. This section offers the following strategies and program models for hospices and coalitions to engage employees:
A. Lunch and Learn presentations
B. New employee orientation
C. Caregiving support
D. Grief support programs

There are many hospices and end-of-life coalitions who have created innovative strategies to engage workplace settings. The program models included are actual initiatives that hospices and coalitions have implemented with partner organizations and/or within their own organization.

A. ‘Lunch and Learn’ Presentations

Lunch and Learn programs are very common in workplace settings and are relatively easy programs to implement. It’s About How You LIVE — At Work PowerPoint presentations that can be used at Lunch and Learn programs are available in the Appendix or can be downloaded online at www.caringinfo.org (under ‘Community’).

Suggestions to implement Lunch and Learn programs are as follows:

Identify employers who already offer Lunch and Learn programs
To help you launch or increase your workplace outreach efforts, find employers who offer Lunch and Learn programs in your community. It can be as simple as calling the employer and finding out who schedules the Lunch and Learn programs then sending a letter or email outlining the topics you can provide.

Identify topics relevant to the employees
Get feedback from the employer about relevant program topics needed to support their employees. If possible, conduct an informal or formal survey among the employees to get specific feedback and suggestions for program topics. See employer and employee survey templates located in the Employer’s Guide.

Design your presentations to be focused and flexible
Workplaces are busy, and Lunch and Learn programs may be scheduled for 30 minutes or less. A common problem with lunch presentations is that they can end up being too long for the time allotted and overwhelm the audience with too much information. While there is a great deal of information you can provide about end-of-life issues, design your presentation to be focused and flexible for the time allotted. The PowerPoint presentations provided in the Appendix are designed to be delivered in 30 minutes.

Advertise your program directly to the employees*
Once the Lunch and Learn is scheduled, offer to help advertise and promote the program. Ask how employees are notified of educational opportunities so you can:

- Provide announcement for staff meetings
- Develop a flyer or announcement and post in a visible place
- Supply content for an email announcement to staff

*Suggestion: See promotional flyer templates in ‘Communication Resources’ of the Employer’s Guide that you can use or encourage an employer to use.

Make your presentation interactive
Though you may have a short time frame to do a presentation, spend part of that time engaging your audience. Studies of how adults learn reveal that interactive activities are much more effective than lectures. See suggestions in the case example below.

Evaluate your program
Use the participant feedback form template (located in the Appendix) at each Lunch and Learn program. This is an effective way to evaluate and improve your presentation as well as demonstrate satisfaction with the program to the employer. This is also a great venue to gain ideas for future presentations and resources needed by employees.

Program Model: Compassionate Care Alliance of the Greater Sacramento Region, Sacramento, CA

The Compassionate Care Alliance of the Greater Sacramento Region developed a one-hour presentation, “Medical Decisions: When They Count Most,” that Alliance Co-Chair Kathy Glasmire gives as a Lunch and Learn program in workplace settings. The presentation aims to raise awareness about end-of-life issues and the process of advance care planning rather than focus on the clinical aspects of advanced illness.

The Alliance presentation has been very successful, fulfilling its goal of reaching a younger audience. Participant evaluations show that 42% of attendees have been 50 or younger. While 32% of all attendees came to the session because of concern about the declining health of a loved one, a surprising 69% came to prepare for their own future. Also, 41% of attendees say the session made a difference in how they consider end-of-life decisions, and virtually everyone would recommend it to fellow employees.

Part of the session is dedicated to the audience interacting with each other. For example, Kathy asks the audience to brainstorm about why most people have not completed advance directives as a way of dispelling myths about the documents (e.g., need an attorney to complete, cost too much, only needed if you are old). She distributes a brief personal reflection survey that encourages people to think about their experiences with death and dying and asks which aspect of dying concerns them most. After participants complete the survey, Kathy asks them to turn to a neighbor and talk about their survey responses. She then reconvenes the larger group and facilitates a discussion about their concerns.

At each presentation Kathy distributes a free packet of materials including an advance directive and a booklet titled, “Finding Your Way,” which was developed by Sacramento Healthcare Decisions. The 13-page booklet encourages early family discussions and helps individuals and their loved ones consider difficult decisions about end-of-life medical treatment. She also distributes blank copies of the personal reflection survey for people to take home and use to discuss issues with their loved ones.

For more information about the Compassionate Care Alliance of Greater Sacramento, go to www.sachealthdecisions.org/alliance.html.

B. New Employee Orientation
Many organizations, particularly large ones, hire new employees on an ongoing basis, and some may offer an orientation for new employees once or twice a month. Offering programs or presentations during employee orientation sessions is an effective means of reaching all new employees after an initial presentation is conducted for current employees.

**Advance care planning is a good place to start**
Companies such as hospitals, health insurers and other health-related organizations may be especially receptive to the idea of having advance care planning information included as a human resource service to their employees. Healthcare workers are frequently just as reluctant as other consumers to complete an advance directive.

**Begin your efforts at home...within your own organization**
One of the strongest cases that can be made for an organization to integrate advance care planning information into its management systems is being able to demonstrate your own organization’s track record and success.

Even if your new employee orientation is less formal than some organizations, demonstrating how advance care planning has been incorporated into your own organization whether for new employees or through regular inservices, can serve as a tangible example to employers you want to engage with your workplace outreach.

**Program Model: Lifetime Care, Inc., Rochester, NY**

In 2005, Lifetime Care, a large home care and hospice agency in Rochester, New York (1,200 employees) decided to integrate an advance care planning program, “Life Choices,” into its new employee orientation and departmental meetings with current staff members in order to reach all employees. Patricia Heffernan, CEO of Lifetime Care, designated the implementation of an advance care planning program for employees as an organizational priority and the “Life Choices” program was added to the strategic and operating plan of Lifetime Care.

Penny Weller, LCSW-R, the program coordinator, was responsible for the development and implementation of “Life Choices.” She began by giving a presentation on advance care planning at the monthly new employee orientation and has conducted the same presentation for every department within the agency. Penny has found that many employees, whether they are social workers, home health aides, nurses or administrators, are not comfortable with completing their own advance directive. She has found that there are a variety of reasons for this. Some feel that advance care planning is not an immediate concern, others don’t want to discuss their own end-of-life wishes and others are not familiar with state law regarding advance directives.

In her 30 minute presentations, Penny uses PowerPoint and distributes a one-page *Fact Sheet* on advance directives. For new employees, she also does a pre- and post-test to assess people’s knowledge and comfort regarding advance care planning before and after the presentation. Interested employees can make appointments with her to complete an advance directive and/or to discuss a family situation in private.

Penny feels that her presentations at new employee orientations have been the most effective use of her time. It has directly increased the referrals for advance care planning services which also has led to an increase in completed advance directives.

*For more information go to www.lifetimecare.org.*

**C. Caregiving Support**
A valuable resource you can offer employers is to help facilitate and coordinate caregiving support for employees who are seriously ill or have family members who are seriously ill. Employees who are providing care for loved ones at home (or long distance) in addition to working full time can feel torn between both “jobs” and often need additional support from their employer. Your hospice or coalition can provide both informal and formal support for employees who are caregivers as listed below:

- Provide information and resources specific to caregiver support.
- Suggestions for resources include:
  - A directory of caregiver support services in your community – contact your local Area Agency on Aging to help you develop this resource if need.
  - Educational brochures and tip sheets for caregivers – review Caring Connections consumer resources for caregivers referenced in Section V.
  - Lunch and Learn programs focusing on tips for caregivers - refer to the PowerPoint presentations in the Appendix.
  - Articles that can publish in an employee newsletter on family caregiving – refer to the Employer’s Guide for a newsletter article on caregiving.

**Facilitate a support network for employees dealing with caregiving issues.**

Peer support can be one the most valuable resources for anyone dealing with caregiving issues. Talking with others who are caregivers or have cared for a family member or friend can help to decrease the stress and isolation of the caregiver. Work with human resources staff to coordinate a time and place for employees who are dealing with caregiver issues to meet and share support and resources. This could be offered during lunch or break time.

Often caregivers struggle to accomplish the practical aspects of caregiving including running errands, cooking, shopping and yard work. You can help an employer set up an informal task-focused support system. The following resources provide practical tools to help employees organize caregiving support:

- **Lotsa Helping Hands - [www.caringinfo.lotsahelpinghands.com](http://www.caringinfo.lotsahelpinghands.com)**
  Lotsa Helping Hands is an easy-to-use, web-based resource for friends, family, colleagues, and neighbors to assist caregivers in need. It includes a private group calendar specifically designed to organize helpers to ease the everyday burdens of caregivers. Caring Connections is proud to offer this service for free to their members, coalitions, and other interest parties. For more information about this free service, visit the Web site listed above.

- **Share the Care - [www.sharethecare.org](http://www.sharethecare.org)**
  Offers resources and a how-to book, Share the Care, to help those with a loved one with a serious illness coordinate day-to-day care.

**Formalize Caregiving Support Teams**

An emerging trend for workplaces is to create Support Teams composed primarily of employees to support their co-workers and families who need assistance with caregiving. A Support Team is a defined group of volunteers who provide practical, emotional and spiritual support for individuals and families who need caregiving assistance. By design, Support Teams function independently and coordinate care among team members; however, specific training programs are recommended to equip support teams with the skills and resources needed.
To learn more about Support Team resources and trainings, contact Project Compassion at www.project-compassion.org. Project Compassion is the lead organization for the National Support Team Network, and provides resources and support for your hospice or coalition to help organizations create and sustain Support Teams.

Program Model: Project Compassion, Chapel Hill, NC

Project Compassion, an end-of-life care coalition in Chapel Hill, North Carolina, creates volunteer Support Teams in partnership with community groups and organizations to meet significant caregiving needs. Since 2002, Project Compassion has created more than 100 Support Teams with 825 volunteers have provided 22,000 hours of volunteer support for 325 individuals.

Through Project Compassion, recipients, team members, leaders, and coaches receive the training and support they need to sustain a caregiving community over the long haul. This service is offered at no cost to the recipients. Teams are created in partnership with a wide range of community groups and organizations such as faith communities, retirement communities, service organizations, businesses, schools and neighborhood groups. Including co-workers on a Support Team helps tap into existing relationships often overlooked in creating volunteer services. Support Teams create an opportunity for co-workers to support one another. As a result, the Support Team more fully reflects the individual or family’s own social network. Project Compassion has had a range of clients with a serious illness who have had help from current co-workers who were good friends. Project Compassion is now extending their services directly to employers.

For more information, go to www.project-compassion.org.

D. Grief Support

Employees dealing with grief and loss and/or trauma issues significantly contribute to lost productivity in any workplace, yet addressing these issues can be a difficult task. While caregiving and advance care planning are more “tangible” components of end-of-life care, grief is a deeply personal experience that is more difficult to approach. Unfortunately, many employers may not recognize the importance of ensuring that employees’ needs for education, information and support are met at times of significant loss. For healthcare settings, grief may be something that employees cope with on a regular basis as it relates to their work and may be ignored. Regardless of the issues, providing grief support for employees is a valuable service hospices or coalitions can offer to employers.

Your hospice or coalition may be able to assist an employer with grief issues in their workplace when:

• An employee dies
• An employee suffers a significant loss
• An employee becomes seriously ill
• A critical incident (traumatic occurrence) occurs in the workplace or immediate community
• An employee is caregiving for a dying loved one

Specific ways you can help the employer include:
• Offering supportive information to employees
• Providing support for traumatic deaths
• Facilitating grief support groups
• Teaching managers how to support grieving employees

Offering supportive information to co-workers
When an employee is dealing with grief and loss issues, co-workers may want to provide support but do not know how. Providing brochures or other written materials can help co-workers understand the grief and loss experience and create a supportive environment for the employee who is grieving.

Providing support for traumatic deaths
In your community, employers might be most receptive to addressing grief after a traumatic death such as a suicide or a death in the workplace. An employer might welcome an intervention such as a support group. This can be an opportunity for your hospice to serve as a resource to the wider community. Hospice bereavement staff can obtain special training in order to respond effectively to crisis situations.

Facilitating grief support groups
Grief and loss support groups can support employees directly affected by the serious illness or death of a loved one as well as co-workers. In large employment settings, a grief support group might continue over time with members coming and going from the group. In smaller workplaces, this group can be developed for a specific issue or for a series of sessions and have a fixed timeline.

Providing support groups can be especially beneficial to an employer:
• In healthcare settings such as hospitals, nursing homes, and other settings where staff continually confront loss
• When employees are dealing with acute or long-term grief and loss issues
• After a traumatic death such as a suicide or a death in the workplace

Teaching managers how to support grieving employees
Your hospice or coalition may have a trained bereavement specialist on staff who is able to offer his or her services to an employer in your community. One idea is that your bereavement specialist can educate managers about the grief process and how to support grieving employees.

Explore the possibility of offering the services of your bereavement specialist on a short-term basis as a community service, or if desired, establishing a fee structure for any long-term support group facilitation.
Program Model: Hospice of North Idaho, Hayden, ID

During a period of growth Hospice of North Idaho expanded with new staff hired at a rapid pace. As new systems were put into place to organize the staff and ensure that the hospice functioned properly, the spirit of community where commitment to the greater good flourishes, was overshadowed. It became clear to Executive Director Paul Weil that there was a need to encourage and consistently support his staff to meet, process the changes, build connectedness within the organization, and have an avenue to discuss the job stress and grief common to their hospice work.

In the summer of 2005, Paul set up support groups for his staff of sixty-five that still exist. Both clinical and administrative employees participate in the groups and each one is composed of 6-7 employees. The support groups are purposely composed of staff who do not work together very often in order to foster new connections and to discourage a ‘clique’ mentality. One hour of paid staff time is given for each group meeting, although groups often choose to meet longer than that and they do so knowing that it is on their own time. The support groups meet on- or off-site twice a month at a venue and on a schedule that is determined by group members. Some choose to go out for coffee, others choose to have potlucks. No reimbursements are offered for food or refreshments.

Paul does not take part in a group himself, nor do any of his managers, in order to give the groups freedom to discuss their concerns openly. There are no group facilitators, though Paul does meet with each group occasionally and he asks that each group regularly give him a brief summary of their discussions. In order to ensure that his employees feel that the information discussed in the groups remains confidential, he does not use any information shared in the group as grounds for discipline.

While the support groups have presented many challenges, the response to them from staff and management alike has been very positive. Staff value the opportunity to receive support, find their voices and speak their minds. In addition, it is a place for them to openly discuss the grief they experience as hospice employees. The support group becomes a time to break out of the painful isolation that can result from their individual assignments and find support knowing they are not alone in struggling with the emotional and spiritual demands of hospice care.

Most managers support the groups whole heartedly because they see that morale has increased, team work has improved, and the cost of 2 hours of staff time per month has been minimal. In addition, managers have found an improvement in the quality of communication between staff and management.

For more information, go to www.honi.org.

Many thanks to the hospices and coalitions listed below who contributed their time and talent to share their experience and expertise:
• Compassionate Care Alliance of the Greater Sacramento Region, Sacramento, CA
• Lifetime Care, Inc., Rochester, NY
• Project Compassion, Chapel Hill, NC
• Hospice of North Idaho, Hayden, ID

For more ideas and specific resources to implement end-of-life employee support programs refer to the information about the Employer’s Guide and educational brochures located in Section V. Additional community outreach resources available from Caring Connections are outlined in Section V of the Outreach Guide — and are available at www.caringinfo.org (under ‘Community’).
Section IV. Funding Your Workplace Outreach

To help sustain your workplace outreach efforts, you may be able to generate additional funding by grants or corporate solicitations. This section includes a funding proposal template that was developed by Caring Connections which was actually funded by a corporation!

Compassionate Care Alliance of the Greater Sacramento Region also received funding to implement Lunch and Learn programs in workplace settings and is featured as a program model.

In addition, remember to refer to the It’s About How You LIVE Campaign Toolkit (located at www.caringinfo.org under ‘Community’) which includes an entire section on funding strategies and resources to engage donors for your community outreach.

Funding Proposal Template: It’s About How You LIVE — At Work

Family caregiving, serious illness and grief are among the most stressful and trying situations a human being has to endure and these experiences have far-reaching implications not only for the employee but also for their co-workers and the workplace. Yet most employers do not realize the impact of these issues on workplace productivity and profitability.

[List your organization here] is launching the It’s About How You LIVE — At Work* initiative to help businesses evaluate and enhance current work-life programs and policies related to family caregiving, serious illness and grief. The initiative includes An Employer’s Guide to Work-Life Programs and Policies (Employer’s Guide), which features:

- Assessment tools for your organization, managers and employees
- Model benefits and policies
- Tools for work-life program development
- Educational resources for managers and employees

[Your organization] is seeking funding to support a 6-month pilot [or list your time-frame] of the Employer’s Guide and related outreach tools with [10] businesses in the [list your region] area. With funding from [list funder or corporate sponsor you are sending proposal], [your organization] will recruit [10] diverse businesses to implement the tools and resources in the Employer’s Guide which in return will educate hundreds of people in the community about end-of-life issues.

(Suggested budget included below which you can modify according to number of businesses)

- Pilot Recruitment: $500
- Training for Pilot Sites: $4,000
- 10 Employer’s Guides: $1,250
- Pilot Evaluation: $1,250
- **Total Amount Requested:** $7,000

* It’s About How You LIVE — At Work is a national initiative developed by Caring Connections, a program of the National Hospice and Palliative Care Organization and funded by The Robert Wood Johnson Foundation, Princeton, New Jersey.
In January 2006, the Compassionate Care Alliance of the Greater Sacramento Region (Alliance) was one of 28 Sacramento-area nonprofit groups that received awards as part of the 2005 Community Grant program of local health system Catholic Healthcare West (CHW). CHW and the local Mercy Hospitals awarded more than $400,000 throughout the 2005 campaign to support projects in the Sacramento service area.

The Alliance is using its grant to expand its advance care planning education to employees in the workplace by developing new partnerships with area businesses and organizations. The Alliance already had a proven track record of providing educational programs in faith communities, senior centers and civic organizations and decided to add a workplace component to reach a younger population. They felt the workplace was an ideal venue for reaching people who have little time to seek out services and review care options on their own. Based on this, the Alliance developed a program, Medical Decisions When They Count Most, to help prepare employees for important medical decisions in the event that they or a loved one becomes seriously ill. Participants learn ways to have discussions with family members about these issues, information about advance directives – what they are and how to complete them, and things to consider when choosing a healthcare surrogate.

Through the CHW community grant, the Alliance’s goal was to reach 300 employees with their program. Having established these new linkages with area employers, the Alliance is well positioned to continue its mission of providing advance care planning education throughout the community.

For more information about the Compassionate Care Alliance of Greater Sacramento, go to www.sachealthdecisions.org/alliance.html.
Section V. Additional Resources for Hospice, Coalitions, & LIVE Partners

A. It’s About How You LIVE — At Work resources
   • An Employer’s Guide to Work-Life Programs and Policies
   • Workplace Brochures
B. Caring Connections Consumer Resources
C. Caring Connections Community Outreach Resources
D. TLC in the Workplace®

A. It’s About How You LIVE — At Work resources

An Employer’s Guide to Work-Life Programs and Policies
The Employer’s Guide will assist employers and employees who are facing issues associated with the end of life such as:
   • Family caregiving
   • Serious illness
   • Grief & loss
   • Advance care planning

Practical information, tools and resources to develop or update existing benefits, policies and programs are provided. The suggested policies and programs recognize the often competing responsibilities of work and family, and address recruitment, retention and productivity concerns.

Key content areas include:
   • The Facts About End-of-Life Issues: An introduction to the most common end-of-life issues in the workplace
   • How to Use the Manual: A step-by-step implementation checklist to assist you in developing supportive policies and programs
   • How to Assess Your Organization’s Policies and Programs: Assessment tools for your organization, managers and employees
   • Sample Policies and Benefits: Samples of supportive benefits and policies that incorporate end-of-life issues
   • Work-Life Program Models: Tools and resources to develop employer-sponsored initiatives designed to help employees balance work life with home life
   • Educational Resources for Managers & Employees: Essential information about end-of-life issues and tools to help supervisors support their employees

The Employer’s Guide is available for purchase by phone at 1.800.658.8898 or email at liveatwork@nhpco.org.

Workplace Brochures
Caring Connections has educational brochures available for purchase that are specifically geared to end-of-life issues in the workplace:
   • A Guide for Working Caregivers
   • Helping Employees Cope After A Critical Incident
   • A Guide for Managers
• Grief in the Workplace: When a Co-Worker Dies
• Grief in the Workplace: When an Employee Dies
• Supporting Someone Who is Grieving
• When a Co-Worker Suffers a Loss

The brochures were specifically developed for employers and employees by experts in an easy-to-read format. Some of the brochures listed above are available to view at www.caringinfo.org and all are available for purchase by phone at 1.800.658.8898 or email liveatwork@nhpco.org.

B. Caring Connections Consumer Resources

**Web site:** www.caringinfo.org

• Provides free, easy-to-read information and resources on end-of-life topics
• Download legally valid, state-specific advance directives
• Preview all Caring Connections brochures

**HelpLines**

• Caring Connections HelpLine: 800.658.8898
• Bi-lingual HelpLine - Linea Cuidando con Cariño: 877.658.8896 (offered in partnership with the National Alliance for Hispanic Health)
• Trained HelpLine staff are available to help people find information including:
  ◊ Locating a hospice, palliative care program, or other end-of-life care organization
  ◊ Free state-specific advance directives
  ◊ Brochures
  ◊ Information about state and community end-of-life coalitions
  ◊ Identifying local, state and national resources

**Brochures**

Caring Connections provides practical resources to help consumers, patients, and families make informed decisions about end-of-life care. Our materials cover the following topics:

• Advance Care Planning
• Caregiving
• Hospice & Palliative Care
• Pain
• Grief & Loss

Brochures are available to view at www.caringinfo.org and can be purchased through the National Hospice and Palliative Care Organization’s Marketplace at www.nhpco.org/marketplace.

Free Caring Connections brochures about consumer resources and community outreach resources are available for your hospice or coalition to distribute. To order, call 1.800.658.8898 or email caringinfo@nhpco.org.

**Lotsa Helping Hands** - www.caringinfo.lotsahelpinghands.com

An easy-to-use, web-based resource for friends, family, colleagues, and neighbors to assist caregivers in need.
Partnership for Parents – a program of the Children’s Hospice & Palliative Care Coalition (highly recommended by Caring Connections)
An online support, available in English and Spanish, for parents caring for children diagnosed with a serious illness.
- www.partnershipforparents.org
- www.padrescompadres.org

C. Caring Connections Community Outreach Resources

*Online resources: www.caringinfo.org (under ‘Community’)*
Available to download and includes outreach strategies and ready-made materials for:
• It’s About How You LIVE Campaign
• Advance Care Planning
• Diversity/Ethnic – including Latino, Chinese, African American
• Workplace
• Faith
• Pediatrics
• Hospice
• Media
• Coalition building

*Licensing Opportunities*
The following Caring Connections resources are available for licensing and/or co-branding:
• State-specific Advance Directive Packets
• Content Licensing of Caring Connections print and web resources
• Wallet Cards to record information about advance directives
For more information on licensing and co-branding opportunities, call 1.800.658.8898 or email caringinfo@nhpco.org.

*Directory of State Legal Resource*
Provides the most updated information on legal resources for elder care issues in your state. To request a free copy, call 1.800.658.8898 or email caringinfo@nhpco.org.

D. TLC in the Workplace®

Hospice and Palliative Care of Greensboro (www.hospicegso.org) developed a management development course for businesses - TLC in the Workplace® or “Transitions and Life Changes in the Workplace” - to teach employers strategies to support employees who are working caregivers, ill or grieving employees. TLC in the Workplace® is specifically designed to help employers recognize the signs and symptoms of employees who are experiencing life transitioning events, and to identify and implement strategies and policies which support those employees while meeting the company’s organizational goals.
TLC in the Workplace® includes a 70-page resource manual and related four-hour management training for human resource professionals and managers to:

- Understand the scope of caregiving and loss issues in the workplace
- Examine how the demands of caregiving and the effects of grief can impact an employee’s performance and productivity
- Explore strategies for designing and implementing employee friendly policies and supportive actions that also meet the organizations need for maintaining productivity
- Develop effective interventions and action plans to incorporate balance into the workplace

The manual and training are based on three years of research and literature review on the needs of working caregivers and grieving employees, and employee friendly policies. Hospice and Palliative Care of Greensboro has presented this training to over 40 companies in their community - training 218 HR directors and managers who represent approximately 11,000 employees.

Hospice and Palliative Care of Greensboro also provides trainings to hospice providers so they can be licensed to offer TLC in the Workplace® trainings to employers in their respective communities. Nationally TLC in the Workplace® has been presented to over 53 hospices - representing over 11,700 hospice employees - and 35 hospices are currently eligible to present this training to businesses in their communities.

For more information about TLC in the Workplace® and to arrange a TLC in the Workplace® training for your hospice, coalition or business, contact Diane McLaughlin at Hospice and Palliative Care of Greensboro (336.621-5565 or dmclaughlin@hospicegso.org). TLC in the Workplace® training toolkit is available for purchase at NHPCO’s Marketplace. Also, see the feature article about TLC in the Workplace® in NHPCO’s News-Line, June 2006 issue.
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